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Strategic Plan Implementation Drivers and Performance of Gusii Water and Sanitation Company (GWASCO)

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ABSTRACT

Purpose: This study sought to examine the effect of strategic plans implementation drivers on performance at Gusii Water and Sanitation Company (GWASCO). Specifically, the study investigated the influence of leadership involvement, resource allocation, employee participation, and monitoring and evaluation on organizational performance.

Methodology: A descriptive research design was adopted, primary and secondary data was collected using structured questionnaires administered to GWASCO employees. The target population included departmental heads, supervisors, and operational staff. Data was analyzed using both descriptive and inferential statistics, including correlation and regression analysis, to determine the relationships between the independent variables and performance outcomes.

Findings: Through regression analysis, the study found that all four factors Leadership Involvement, Resource Allocation, Employee Participation, and Monitoring and Evaluation had a positive and statistically significant impact on organizational performance. Among these, Monitoring and Evaluation emerged as the most influential factor, followed by Leadership Involvement, Employee Participation, and Resource Allocation. The regression model explained 74% of the variance in performance, with the overall model being statistically significant (p-value = 0.000).

Unique Contribution to Theory, Policy and Practice: The study recommends that organizations focus on strengthening these areas to enhance performance and sustain long-term success. Additionally, future research could explore industry-specific dynamics, the role of technology, and the influence of organizational culture in shaping these relationships.

Keywords: *Employee Participation, Leadership Involvement, Monitoring and Evaluation, Performance, Resource Allocation, Public Utility Company*

INTRODUCTION

Background of the Study

In today's dynamic and competitive environment, strategic planning has become an essential tool for organizations seeking to achieve long-term goals and improve performance outcomes. Globally, organizations both in the public and private sectors develop strategic plans to align resources, guide operations, and anticipate future challenges. However, while strategy formulation is relatively common, successful implementation remains a critical challenge. Studies show that over 60% of well-formulated strategies fail at the implementation stage (Kaplan & Norton, 2005).

In developed economies such as the United States, United Kingdom, and Australia, strategic plan implementation has been institutionalized across public agencies to improve service delivery and accountability. For instance, the U.S. Government Performance and Results Act (GPRA) mandates federal agencies to develop strategic plans, set measurable goals, and regularly report performance outcomes. Despite these frameworks, studies by the Government Accountability Office (GAO, 2021) report that inconsistencies in leadership commitment, employee engagement, and monitoring systems continue to hinder the full realization of strategic objectives.

The challenges of strategic plan implementation are particularly evident in Sub-Saharan Africa. According to the African Development Bank (ADB, 2022), many utilities in the region face systemic barriers such as leadership gaps, insufficient staff training, and lack of accountability mechanisms. These challenges contribute to poor performance, including low access to clean water, high levels of non-revenue water, and frequent service interruptions.

In Kenya, the government has emphasized strategic management through policy frameworks and performance contracting in state corporations and public service agencies. However, despite the existence of strategic plans, performance in many public organizations remains below expectations. The Water Services Regulatory Board (WASREB, 2023) noted that a significant number of water service providers in Kenya continue to perform poorly on critical indicators such as non-revenue water, financial sustainability, and customer satisfaction. This disconnect between planning and performance suggests that implementation processes may be ineffective or inadequately aligned with organizational goals.

Gusii Water and Sanitation Company (GWASCO), a public water utility operating largely in Kisii County, is no exception. Although GWASCO has developed strategic plans in line with national and county development goals, the company continues to face service delivery challenges. High levels of non-revenue water, inconsistent water supply, customer dissatisfaction, and operational inefficiencies point to weaknesses in strategic plan implementation. These issues not only affect the organization's performance but also have far-reaching implications for public health, economic development, and environmental sustainability in the region. Gusii Water and Sanitation Company (GWASCO) is one of the water service providers under the regulation of the Water Services

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Regulatory Board (WASREB). Despite having a formal strategic plan, GWASCO has continued to face several performance challenges. According to WASREB's (2023) performance report, the company recorded non-revenue water at 47%, well above the national threshold of 20%. Additionally, only 58% of the service area population had access to piped water, compared to the national target of 80% by 2030. These statistics raise critical questions about the effectiveness of strategic plan implementation within the organization.

Statement of the Problem

Strategic plan implementation is a critical determinant of organizational success and service delivery, especially in public utility companies. Despite the formulation of strategic plans in many water service providers in Kenya, including Gusii Water and Sanitation Company (GWASCO), the actual translation of these plans into measurable performance outcomes remains limited. According to the Water Services Regulatory Board (WASREB) performance report (2023), GWASCO was ranked below average in key performance indicators such as non-revenue water, which stood at 47%, far above the national benchmark of 20%. Additionally, the company has consistently struggled with service coverage, with only 58% of the population in its jurisdiction having access to piped water, compared to the national target of 80% by 2030 (WASREB, 2023).

These statistics suggest a gap between strategic intentions and actual performance. According to Kaplan and Norton (2005), strategic plans are only effective when properly implemented, with adequate leadership support, resource allocation, and staff involvement. However, evidence from public sector organizations in Kenya indicates that many strategic plans remain documents of intention, rarely integrated into daily operations (Gekonde, 2021). Factors such as inadequate leadership commitment, poor resource mobilization, limited staff involvement, and weak monitoring mechanisms often undermine implementation efforts.

At GWASCO, frequent customer complaints, inconsistent water supply, and revenue deficits point to challenges in executing strategic objectives. Despite having a strategic plan in place, the persistent performance issues raise concerns about whether the plan is effectively implemented and monitored. It is against this backdrop that this study sought to examine the effect of strategic plan implementation drivers on the performance of Gusii Water and Sanitation Company, with the aim of identifying the specific implementation factors that influence organizational performance.

General Objective of the Study

The general objective of the study was to examine the effect of strategic plans implementation drivers on the performance of Gusii Water and Sanitation Company

Specific Objectives of the Study

The study was guided by the following specific objectives;

i. To assess the influence of leadership involvement in strategic plan implementation on performance at Gusii Water and Sanitation Company.
ii. To evaluate the effect of resource allocation on performance at Gusii Water and Sanitation Company.
iii. To determine the impact of employee participation in strategic plan implementation on performance at Gusii Water and Sanitation Company.
iv. To examine the role of monitoring and evaluation in enhancing the performance of strategic plan implementation at Gusii Water and Sanitation Company.

LITERATURE REVIEW

Resource-Based View (RBV) Theory

The Resource-Based View (RBV), developed by Barney (1991), argues that an organization's performance is primarily determined by its internal resources and capabilities. These include physical assets, human resources, organizational processes, and information systems that are valuable, rare, inimitable, and non-substitutable (Barney, 1991; Grant, 2019). The RBV theory supports the idea that for strategic plans to be successfully implemented, adequate allocation and utilization of resources are essential. This theory is relevant to the study as it highlights the role of financial, human, and technological resources in achieving GWASCO’s strategic objectives.

Strategic Management Theory

Strategic Management Theory emphasizes the importance of deliberate planning, execution, and continuous evaluation in achieving organizational objectives. It posits that organizations perform better when they adopt a structured approach to strategy formulation and implementation (Hitt, Ireland, & Hoskisson, 2020). The theory underlines the role of leadership, communication, and alignment of resources in transforming strategic goals into actionable outcomes. In the context of this study, the theory helps explain how GWASCO's ability to effectively implement its strategic plan can lead to improved service delivery and performance.

Goal-Setting Theory

Goal-Setting Theory, pioneered by Locke and Latham (1990), suggests that specific and challenging goals lead to higher performance as they enhance motivation and focus among employees. The theory posits that the clarity of goals, employee commitment, feedback mechanisms, and task complexity are critical factors influencing performance (Locke & Latham, 2019). In the context of strategic plan implementation, this theory explains how clearly defined strategic objectives, combined with staff participation and feedback, can positively influence performance outcomes at GWASCO.

Systems Theory

Systems Theory, developed by von Bertalanffy (1968), views an organization as a system made

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up of interrelated parts working together to achieve a common purpose. In strategic management, this theory emphasizes the interconnectedness of strategic planning, implementation, monitoring, and performance feedback loops (Skyttner, 2021). It provides a useful lens for analyzing how different components of GWASCO leadership, resources, employee engagement, and evaluation mechanisms must function cohesively for the strategic plan to yield desired performance results.

Conceptual Framework

Independent Variable **Dependent Variable**

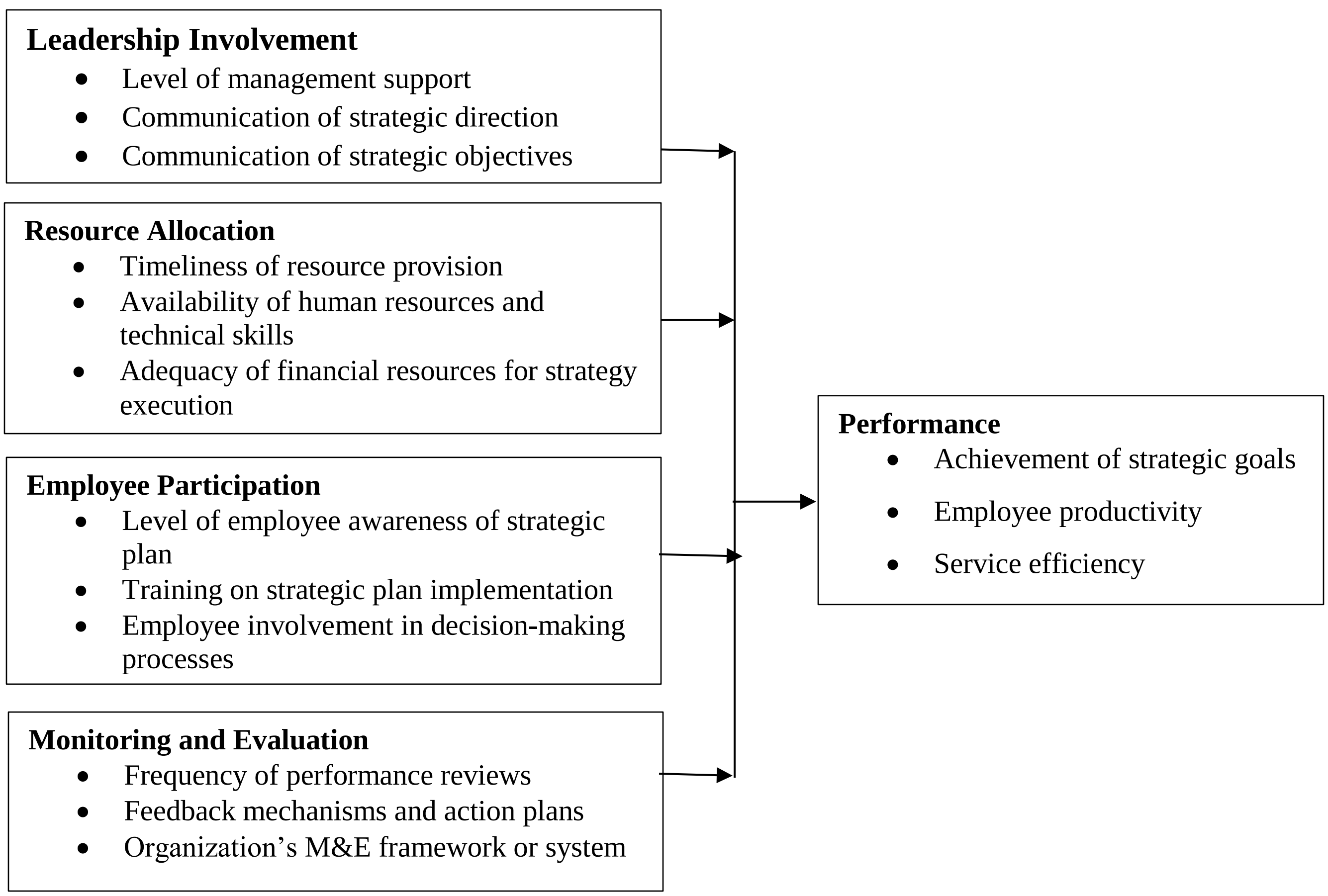

Figure 1: Conceptual Framework

Empirical Review

Leadership Involvement and Performance

According to Kamau and Wanyoike (2022), leadership commitment was found to significantly influence the performance of public water service providers in Kenya. Their study, which focused on strategic management practices, revealed that organizations where leaders were actively involved in communicating vision, allocating resources, and monitoring progress recorded higher levels of performance outcomes, including customer satisfaction and operational efficiency.

Mutuku and Iravo (2021) investigated the role of leadership in strategic plan implementation within county governments and concluded that participatory leadership where managers engaged teams in planning and execution positively impacted service delivery and accountability. The researchers emphasized that leadership was not just about policy direction but also about motivating and mentoring staff to align with strategic goals.

A study by Ogolla and Ngugi (2020) on strategic leadership and performance in state-owned enterprises in Kenya found that organizations with proactive and transformational leaders achieved better results in financial performance and service provision. The study highlighted the importance of visionary leadership, strategic decision-making, and stakeholder communication in driving performance outcomes.

Resource Allocation and Performance

A study by Mutua (2022) on resource allocation and organizational performance in Kenyan public health institutions found a strong positive correlation between timely resource provision and improved service delivery. The study revealed that institutions that allocated adequate financial and human resources to strategic priorities experienced higher operational efficiency and client satisfaction. This indicates that the alignment of budgetary support and skilled manpower with planned activities is crucial for achieving targeted outcomes.

Waweru & Njeru (2021) examined the influence of resource allocation on the performance of water service providers in Kenya. Their findings emphasized that poor or delayed resource allocation often results in stalled projects, unmet targets, and employee demotivation, thereby negatively affecting organizational performance. Conversely, organizations that embraced strategic budgeting and proactive resource planning demonstrated better infrastructure development and customer service delivery.

Employee Participation and Performance

A study by Kihara, Bwisa, & Kihoro (2022) on strategy implementation in Kenyan state corporations found that organizations that encouraged active employee involvement experienced better performance outcomes, including improved service delivery and higher levels of accountability. The study emphasized that participatory practices fostered a sense of inclusion and commitment among staff, which enhanced their efficiency and morale.

Otieno and Ouma (2021) investigated the role of employee engagement in strategy execution within the Kenyan public sector and reported a significant positive relationship between employee involvement and organizational effectiveness. According to their findings, employees who are regularly consulted, empowered to contribute ideas, and involved in implementation processes are more likely to work toward the achievement of strategic goals.

Monitoring and Evaluation and Performance

A study by Mwangi & Kihara (2022) on state corporations in Kenya found that structured M&E practices positively influenced organizational performance. The research revealed that institutions with well-established M&E frameworks were better positioned to track the implementation of strategic objectives, identify bottlenecks, and make timely adjustments. These organizations also reported higher levels of efficiency and service delivery compared to those lacking systematic M&E approaches.

Nyaboke & Omwenga (2021) conducted a study on water service providers in Western Kenya and established that continuous monitoring and periodic evaluations were strongly associated with improvements in project outcomes, resource utilization, and customer satisfaction. The researchers concluded that M&E mechanisms facilitated data-driven decisions, which contributed to the overall performance and sustainability of water-related projects.

RESEARCH METHODOLOGY

This study employed a descriptive research design. The unit of analysis was 400 employees. The study focused on departmental heads, unit managers and supervisors and their assistants working in Gusii Water and Sanitation Company. The study's sample was selected using a stratified random sampling procedure. The study sample size was 120 employees which was thirty percent of the target population. The study utilized structured questionnaires as the primary data collection instrument. The data were coded and entered into Statistical Package for Social Sciences (SPSS) Version 26 for analysis. Descriptive statistics such as frequencies, percentages, means, and standard deviations was used to summarize the demographic information and responses related to each variable. To examine the relationship between the independent variables (leadership involvement, resource allocation, employee participation, and monitoring and evaluation) and the dependent variable (performance), inferential statistics was employed. Specifically, correlation analysis was conducted to assess the strength and direction of the relationships, while multiple linear regression analysis was used to determine the predictive power of the independent variables on performance.

RESULTS AND DISCUSSION

Response Rate

A total of 120 questionnaires were distributed in accordance with the designated sampling period. A total of 110 questionnaires were received in response to this investigation. The utilization of research assistants contributed to the substantial rate of questionnaire return.

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Descriptive Analysis of Leadership Involvement

The study sought to assess the extent of leadership involvement in strategic performance. Respondents were asked to rate their agreement with five key statements using a 5-point Likert scale (5 = Strongly Agree to 1 = Strongly Disagree). The results are summarized below:

Table 1: Descriptive Analysis of Leadership Involvement

Statement	**SA**	**A**	**N**	**D**	**SD**	**Mean**	**Std. Dev**
Management clearly communicates the strategic plan to all employees.	60 (54.5%)	30 (27.3%)	10 (9.1%)	5 (4.5%)	5 (4.5%)	4.22	0.96
Leadership is actively involved in the implementation of the strategic plan.	55 (50.0%)	35 (31.8%)	10 (9.1%)	7 (6.4%)	3 (2.7%)	4.20	0.91
Top management provides adequate support for strategic initiatives.	50 (45.5%)	40 (36.4%)	12 (10.9%)	5 (4.5%)	3 (2.7%)	4.18	0.89
Leaders frequently review progress on strategic objectives.	45 (40.9%)	40 (36.4%)	15 (13.6%)	5 (4.5%)	5 (4.5%)	4.14	0.97
Management sets a clear vision aligned with the strategic plan.	58 (52.7%)	32 (29.1%)	12 (10.9%)	5 (4.5%)	3 (2.7%)	4.25	0.89

The findings highlight that leadership involvement in strategic planning was highly rated by respondents, with all mean scores above 4.00. The highest-rated statement was "Management sets a clear vision aligned with the strategic plan" (M = 4.25, SD = 0.89). Half of respondents strongly agreed that leadership was actively involved in plan implementation (M = 4.20, SD = 0.91). Strategic objective review was also affirmed (M = 4.14, SD = 0.97), supporting literature on leadership's role in effective strategy execution.

Descriptive Analysis of Resource Allocation

The study examined how resource allocation influences the implementation of strategic plans and overall organizational performance. Respondents rated five statements using a five-point Likert scale (5 = Strongly Agree to 1 = Strongly Disagree). The descriptive findings are summarized in Table 2 below.

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Table 2: Descriptive Analysis of Resource Allocation

Statement	**SA**	**A**	**N**	**D**	**SD**	**Mean**	**Std. Dev**
The organization allocates sufficient financial resources for implementing the strategic plan.	50 (45.5%)	40 (36.4%)	10 (9.1%)	5 (4.5%)	5 (4.5%)	4.14	0.98
There are adequate human resources to support the strategic plan.	45 (40.9%)	35 (31.8%)	15 (13.6%)	10 (9.1%)	5 (4.5%)	3.95	1.08
The organization provides necessary tools and equipment for effective implementation.	55 (50.0%)	30 (27.3%)	15 (13.6%)	5 (4.5%)	5 (4.5%)	4.14	1.01
Resource allocation is aligned with strategic priorities.	52 (47.3%)	38 (34.5%)	10 (9.1%)	5 (4.5%)	5 (4.5%)	4.15	0.96
Resources are made available on time to support implementation efforts.	48 (43.6%)	40 (36.4%)	12 (10.9%)	5 (4.5%)	5 (4.5%)	4.13	0.97

The study found that resource allocation within the organization was generally positive, with the highest-rated statement being "Resource allocation is aligned with strategic priorities" (M = 4.15, SD = 0.96). However, concerns about staffing sufficiency were noted, with the adequacy of human resources having the lowest mean (M = 3.95, SD = 1.08). The findings align with Ombaka et al. (2021) and Mahmood and Rufin (2022), emphasizing the importance of resource alignment for effective strategic implementation and organizational performance.

Descriptive Statistics for Employee Participation

This section of the study sought to assess the level of employee participation in strategic planning and its influence on organizational performance. Respondents provided their perceptions using a five-point Likert scale. Table 3 below summarizes the findings.

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Table 3: Descriptive Statistics for Employee Participation

Statement	SA	A	N	D	SD	Mean	Std. Dev
Employees are involved in the formulation of the strategic plan.	42 (38.2%)	36 (32.7%)	20 (18.2%)	7 (6.4%)	5 (4.5%)	3.93	1.04
Staff are aware of the organization's strategic goals and objectives.	55 (50.0%)	38 (34.5%)	10 (9.1%)	5 (4.5%)	2 (1.8%)	4.26	0.86
The organization provides training on strategic plan implementation.	48 (43.6%)	40 (36.4%)	12 (10.9%)	7 (6.4%)	3 (2.7%)	4.12	0.95
Employees' opinions are considered during strategy implementation.	45 (40.9%)	35 (31.8%)	15 (13.6%)	10 (9.1%)	5 (4.5%)	4.00	1.05
Employees are motivated to support the strategic plan.	50 (45.5%)	36 (32.7%)	15 (13.6%)	5 (4.5%)	4 (3.6%)	4.12	0.98

The study indicates strong employee participation in strategic planning, with staff awareness of strategic goals (M = 4.26, SD = 0.86) being the highest-rated factor. Training efforts (M = 4.12, SD = 0.95) and employee motivation (M = 4.12, SD = 0.98) were also positively viewed. However, involvement in strategic formulation (M = 3.93, SD = 1.04) was lower, suggesting room for improvement. The findings align with Waweru and Omwenga (2020) and Nguyen and Mohamed (2019), emphasizing the importance of early employee engagement and communication.

Descriptive Statistics for Monitoring and Evaluation

This section of the study sought to assess the effectiveness of monitoring and evaluation (M&E) processes in supporting the implementation of the organization's strategic plan. Respondents rated their perceptions using a five-point Likert scale. The descriptive results are summarized in Table 4 below.

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Table 4: Descriptive Statistics for Monitoring and Evaluation

Statement	SA	A	N	D	SD	Mean	Std. Dev
There is a clear monitoring and evaluation system in place.	52 (47.3%)	38 (34.5%)	12 (10.9%)	5 (4.5%)	3 (2.7%)	4.23	0.91
Key performance indicators are regularly tracked and reviewed.	50 (45.5%)	42 (38.2%)	10 (9.1%)	5 (4.5%)	3 (2.7%)	4.17	0.89
Feedback from M&E processes is used to improve implementation.	45 (40.9%)	40 (36.4%)	15 (13.6%)	5 (4.5%)	5 (4.5%)	4.06	0.97
The organization regularly evaluates the success of its strategic initiatives.	50 (45.5%)	38 (34.5%)	12 (10.9%)	5 (4.5%)	5 (4.5%)	4.13	0.96
Monitoring reports are shared with relevant staff for action.	48 (43.6%)	40 (36.4%)	15 (13.6%)	5 (4.5%)	2 (1.8%)	4.13	0.93

The study reveals that respondents perceive the organization's M&E systems as effective, with high mean scores for clarity (M = 4.23, SD = 0.91), performance tracking (M = 4.17, SD = 0.89), and regular evaluations (M = 4.13, SD = 0.96). However, feedback utilization (M = 4.06, SD = 0.97) and report sharing (M = 4.13, SD = 0.93) showed room for improvement. These findings align with Cunningham et al. (2021) and Maringe et al. (2020), emphasizing the importance of structured M&E systems for improved strategic outcomes.

Descriptive Statistics for Performance

This section of the study evaluated the impact of strategic plan implementation on organizational performance. Respondents rated their perceptions on the success and outcomes of the strategic plan using a five-point Likert scale. The descriptive findings are summarized in Table 5 below.

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Table 5: Descriptive Statistics for Performance

Statement	SA	A	N	D	SD	Mean	Std. Dev
The organization consistently meets its performance targets.	55 (50.0%)	38 (34.5%)	10 (9.1%)	5 (4.5%)	2 (1.8%)	4.30	0.88
Customer satisfaction has improved due to strategic plan implementation.	50 (45.5%)	40 (36.4%)	12 (10.9%)	5 (4.5%)	3 (2.7%)	4.13	0.98
Service delivery has become more efficient in recent years.	52 (47.3%)	40 (36.4%)	12 (10.9%)	5 (4.5%)	1 (0.9%)	4.26	0.85
The company's revenue or cost-efficiency has improved.	50 (45.5%)	40 (36.4%)	12 (10.9%)	5 (4.5%)	3 (2.7%)	4.13	0.94
The strategic plan has contributed to overall organizational improvement.	53 (48.2%)	38 (34.5%)	12 (10.9%)	5 (4.5%)	2 (1.8%)	4.21	0.90

The results from Table 5 show positive perceptions of the strategic plan's impact on organizational performance. Key findings include: "The organization consistently meets its performance targets" (M = 4.30, SD = 0.88), "Service delivery has become more efficient" (M = 4.26, SD = 0.85), and "The strategic plan has contributed to overall organizational improvement" (M = 4.21, SD = 0.90). However, customer satisfaction (M = 4.13, SD = 0.98) and cost-efficiency (M = 4.13, SD = 0.94) showed slightly more variability.

Inferential Results

Correlation Results

The present study utilized correlation analysis to explore the relationship between variables.

Table 6: Correlation Matrix between Key Variables

Variables	Leadership Involvement	Resource Allocation	Employee Participation	Monitoring & Evaluation	Performance
Leadership Involvement	1.00	0.56**	0.61**	0.45**	0.52**
Resource Allocation	0.56**	1.00	0.58**	0.47**	0.63**
Employee Participation	0.61**	0.58**	1.00	0.50**	0.57**
Monitoring & Evaluation	0.45**	0.47**	0.50**	1.00	0.65**
Performance	0.52**	0.63**	0.57**	0.65**	1.00

The analysis reveals a moderate positive correlation (r = 0.52) between Leadership Involvement and Performance. This indicates that leadership involvement in the strategic planning and implementation process is positively associated with improved organizational performance. As leadership engages more actively in the strategic plan, performance outcomes are likely to improve. The correlation between Resource Allocation and Performance is strong and positive (r = 0.63), suggesting that adequate allocation of resources (financial, human, and technical) is crucial for the success of the strategic plan and enhances performance.

A moderate positive correlation (r = 0.57) was found between Employee Participation and Performance, meaning that organizations that involve employees in the strategic planning and implementation processes tend to achieve better performance results. The correlation between Monitoring and Evaluation (M&E) and Performance is strong (r = 0.65), indicating that organizations with effective monitoring and evaluation systems are more likely to perform better.

Regression Analysis

Regression analysis is a powerful statistical tool used to model the relationship between a dependent variable and one or more independent variables.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Sig
1	.86[a]	.74	.72	.000

The model summary suggests that the regression model explains a significant portion of the variance in Performance. The R^2 value of 0.74 indicates that the model is effective in predicting Performance, and the p-value confirms the model's overall statistical significance. Therefore, the independent variables (Leadership Involvement, Resource Allocation, Employee Participation, and Monitoring and Evaluation) collectively play a crucial role in determining organizational performance.

Table 8: ANOVA for Regression Analysis

Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F-statistic	Sig (p-value)
Regression	110.23	4	27.56	32.45	0.000
Residual (Error)	38.67	106	0.37		
Total	148.90	110			

The ANOVA results indicate that the regression model is statistically significant, as evidenced by the p-value of 0.000. This means that the independent variables (Leadership Involvement, Resource Allocation, Employee Participation, and Monitoring and Evaluation) together have a significant effect on Performance. The large F-statistic value (32.45) and the low p-value (0.000) confirm that the independent variables contribute meaningfully to explaining the variance in performance. The model explains a substantial portion of the variance in Performance, which is further supported by the high R^2 value from the model summary.

Table 9: Regression Coefficients

Variable	Unstandardized Coefficient (*β*)	Standardized Coefficient (β)	t-value	p-value
(Constant)	1.72		5.43	0.000
Leadership Involvement	0.24	0.31	3.12	0.002
Resource Allocation	0.18	0.25	2.45	0.016
Employee Participation	0.21	0.29	3.02	0.003
Monitoring and Evaluation	0.28	0.35	4.02	0.000

Fitted Model: $Y = 1.72 + 0.24X_1 + 0.18X_2 + 0.21X_3 + 0.28X_4$

The constant (intercept) is 1.72, which means that when all independent variables are equal to zero, the predicted Performance score is 1.72. This represents the baseline level of performance when there is no influence from leadership, resources, employee participation, or monitoring and evaluation.

Leadership Involvement was represented with a Coefficient (*β*) = 0.24: This indicates that for every one-unit increase in Leadership Involvement, Performance increases by 0.24 units, assuming all other variables remain constant. The relationship is positive, meaning better leadership involvement is associated with improved performance. p-value = 0.002: Since the p-value is less than 0.05, the effect of Leadership Involvement on Performance is statistically significant. According to Bryman & Bell (2015), active leadership involvement is crucial for the successful implementation of strategic plans, which is reflected in the positive and significant coefficient for Leadership Involvement in this study.

Resource Allocation was represented with a Coefficient (*β*) = 0.18: This means that for each one-unit increase in Resource Allocation, Performance is expected to increase by 0.18 units, holding other factors constant. This shows that better resource allocation leads to higher performance, although the effect is slightly weaker than that of Leadership Involvement. p-value = 0.016: Since this p-value is less than 0.05, Resource Allocation is statistically significant and positively associated with performance. Research by Mokhtari et al. (2021) suggests that proper resource allocation is key to achieving organizational goals, supporting the significant role of Resource Allocation in performance improvement.

Employee Participation was represented with a Coefficient (***β***) = 0.21: For every one-unit increase in Employee Participation, Performance increases by 0.21 units, assuming the other variables are constant. This demonstrates the positive effect of employee involvement on performance outcomes. p-value = 0.003: Since the p-value is less than 0.05, the relationship between Employee Participation and Performance is statistically significant. Studies like those by Yukl (2013) emphasize that employee involvement in decision-making processes enhances organizational outcomes, consistent with the positive impact of Employee Participation on performance.

Monitoring and Evaluation was represented with a Coefficient (***β***) = 0.28: A one-unit increase in Monitoring and Evaluation results in a 0.28 increase in Performance, suggesting that a better monitoring and evaluation system leads to improved performance. p-value = 0.000: Since the p-value is less than 0.05, Monitoring and Evaluation is highly statistically significant in predicting Performance. The importance of effective monitoring and evaluation is confirmed in the study by Husnain et al. (2020), which highlights that regular performance reviews and feedback loops are essential for organizational success, supporting the significant effect of Monitoring and Evaluation in this model.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Leadership Involvement plays a critical role in enhancing organizational performance. The active engagement of leadership in the strategic planning and implementation processes leads to a positive and significant improvement in performance. The study supports the idea that strong leadership is a key driver in achieving strategic objectives and fostering a performance-driven culture.

Adequate Resource Allocation is essential for the successful execution of strategic plans. The study reveals that organizations that allocate sufficient financial, human, and material resources are more likely to achieve higher performance. Proper resource allocation ensures that strategic initiatives have the support they need to be effectively implemented and sustained.

Employee Participation significantly contributes to organizational performance. When employees are actively involved in the formulation and implementation of strategic plans, it leads to higher levels of engagement and motivation, which in turn boosts overall performance. This highlights the importance of creating a participatory organizational culture where employees' opinions and contributions are valued.

The presence of a clear and structured Monitoring and Evaluation (M&E) system is the most significant factor influencing performance. The study finds that organizations that regularly track progress, gather feedback, and adjust strategies based on performance data tend to perform better. This emphasizes the need for a robust M&E framework to ensure that strategic objectives are being met and to identify areas for improvement.

Recommendations

This study recommends several key actions for organizations to enhance performance through effective strategic management. First, active leadership involvement is critical in the strategic planning and execution process. Leaders should communicate the organization's vision, mission, and goals clearly to foster commitment and ownership among employees. Regular reviews of progress toward strategic objectives are also essential.

Adequate resource allocation—financial, human, and technological—is necessary to support strategic initiatives. Organizations should continuously assess resource needs to ensure alignment with strategic priorities and prevent delays. Employee involvement is another key factor; engaging staff in the development and execution of strategies can increase motivation and commitment. Training programs should be implemented to equip employees with the necessary skills.

A robust Monitoring and Evaluation (M&E) system is vital for tracking strategic progress, using key performance indicators (KPIs) to identify underperformance and make adjustments. The results should be shared for transparency and accountability. Finally, organizations should foster a culture of continuous improvement by regularly assessing strategic plans and adjusting them in response to changing conditions. Alignment between strategic plans and operational activities ensures that all decisions support the overarching goals, improving the effectiveness of strategy execution.

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